



HARVESTER IN MEXICO

Pam
Mexico
(not entered)



Today and tomorrow



Mexico

THIS IS A COUNTRY of dramatic contrasts: an ancient civilization—yet young in its enthusiasms; full of primitive charm—yet worldly in its sophistication; deeply religious—yet pagan in its feeling for the soil.

Shaped roughly like the horn of plenty, Mexico is full of ores, covered with timber and virgin land, and populated by a patriotic people who are proud of a glorious past and confident of a prosperous future—to be a child of their own labor.

The area of 780,000 square miles is one-fourth that of the United States. Three-fourths of this land is occupied by a central plateau in which two-thirds of the almost 22 million people live. Among Latin-American republics, it ranks second to Brazil in population. Mexico City, the beautiful capital, is the oldest metropolis in this hemisphere and the third largest city in Latin America.

This country has been a republic since it threw over the Spanish yoke in 1822. Today, the Mexican Republic consists of 28 states, each a free and sovereign entity, with its own government, two territories, and a federal district comprising the capital and a small surrounding area.

Mexico ranks as the most important manufacturing nation of Latin America. While there is some heavy industry, manufacturing is largely concentrated in the production of consumer goods. A great deal of hand industry is carried on in households and small shops. The wide range of manufactured goods includes foodstuffs, beverages, textiles, shoes,

leather, perfumes, tires, soap, matches, cement, paper, cigars, cigarettes, glassware, and pottery. Also, for its own needs, structural steel, railroad rails, nails, spring wire, and sanitary fixtures are manufactured. Because of the lack of fuel and the high cost of petroleum as an industrial fuel, great attention has been devoted to the development of hydroelectric power. It is estimated that only about 5% of Mexico's potential hydroelectric power has been exploited.

A major industry is mining. This nation has produced and exported more silver than any other in the world. It ranks as one of the world's greatest producers and exporters of lead and petroleum. The land of Mexico is also rich in gold, copper, iron, zinc, and tin.

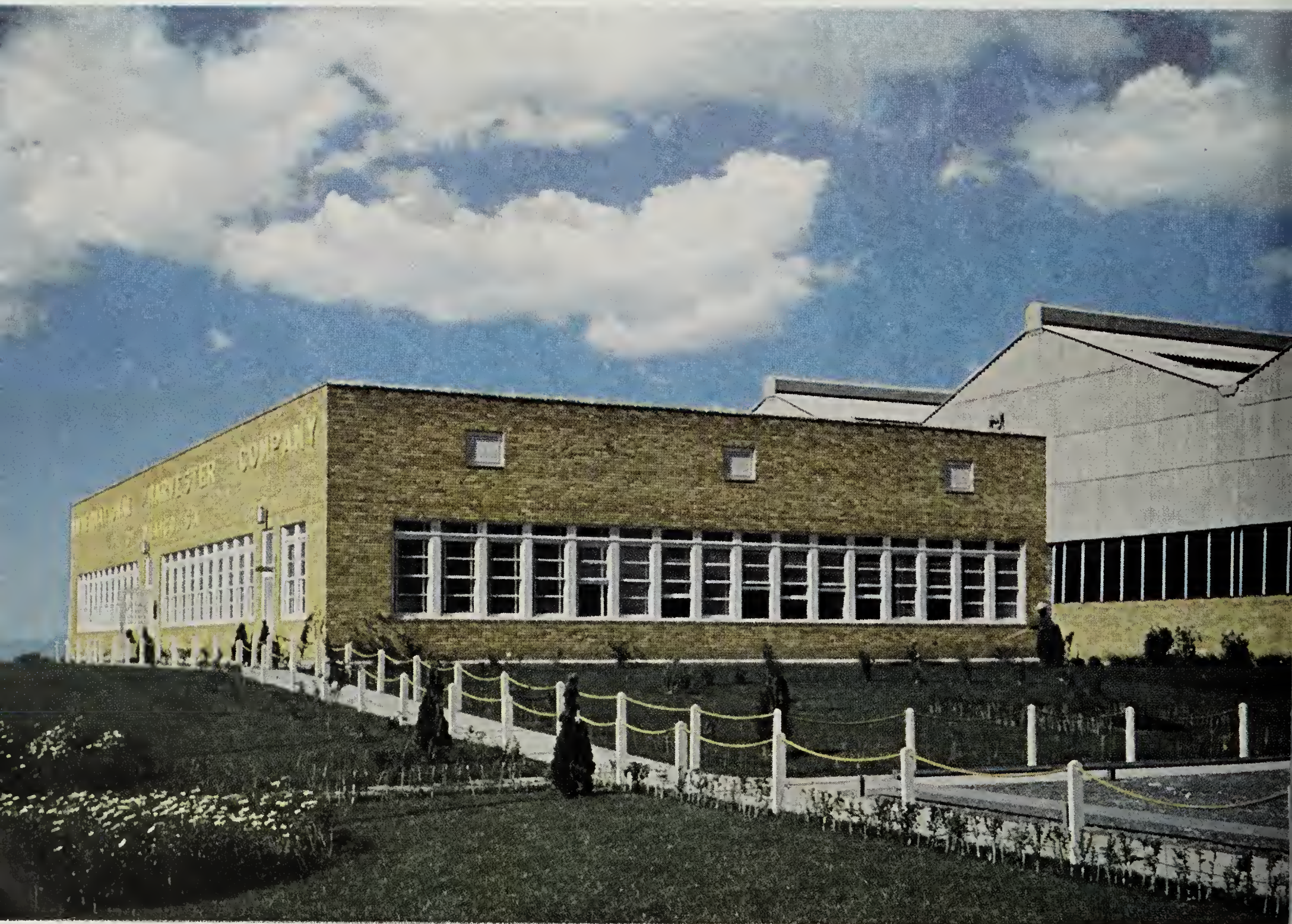
About three-fourths of the people employed are engaged in agriculture and other rural industries. Approximately 42,500,000 acres are cultivated. Mexican agricultural products are largely for domestic consumption, but a number of the products are important in export trade. The great varieties in climate permit an agricultural diversification possible in few other countries. The principle agricultural crops produced are corn, wheat, beans, bananas, cotton, coffee, henequen, sugar cane, and tobacco.

Mexico, with her rich natural resources and expanding industrial program, has great plans for the future, and a serious people to carry them out. International Harvester has an important part in these plans.



Three photos by C. E. Jarchow.

HARVESTER IN MEXICO



PEOPLE FOR MANY MILES AROUND come to stare at the lush green grass growing luxuriantly here in the semi-desert valley. But people from all over Mexico came to welcome this organization into the industrial circle that will help modernize the agriculture of Mexico.



WHEN A MEXICAN SAYS “*Mexico, mi tierra*” he is saying “Mexico, my land” and his chest swells a bit and his dark eyes grow even brighter because to him the land not only means his country, his home, but his life, and he is proud of all these. It is indeed a land worth the centuries of fighting to hold.

Since 1890 a gradual change has come to the Mexican landscape. The land itself is now different. These changes have been and are still being brought about by the Mexican government’s realization that the basis of that country’s welfare lies first of all in the welfare of the people and this is to be had through the modernization of agriculture. Following is the story of how International Harvester fits into this land of Mexico.

A CHANGING LANDSCAPE

In 1890 rural travelers saw the first signs of a change in Mexico’s countryside. Not as dramatic as smoky Paracutin which rose one sunny afternoon in February, 1943, out of a corn field to become one of the world’s most-talked-of volcanos, the 1890 change, however, was by far more significant. McCormick reapers began appearing in the grain fields, replacing with mechanical ingenuity the workers’ aching muscles and getting the harvest

done better and faster. This marked the start of modern Mexican farming.

Those early reapers were sold and serviced by the forerunners of the present-day distributor network. McCormick harvesting machines were handled by one company, and the then competitive Deering reaper was sold by another firm.

Many wealthy land-owners were quick to see the value of these new farming machines, and dealers and distributors of other manufacturers established themselves in Mexico. Among these were the Champion, the Osborne, the P & O Plow Company, and the Chattanooga Plow Company, all of which later became part of the present parent International Harvester Company.

Harvester’s history in Mexico goes back further than the actual sale of farm machines by the various independent predecessor companies.

In 1875, almost three quarters of a century ago, when agriculture needed a better method of binding newly-harvested grain, Yucatan, Mexico, began supplying hencquen, or as it is known commercially, sisal fiber, from which improved binder twine was manufactured. Today 80% of the binder and baler twine so necessary to the farmers of Mexico, the United States, and other parts of the world is made in the International Harvester twine mills from sisal fiber grown in Yucatan.

The formation of the International Harvester Company in 1902 did much to consolidate manufacturing research and to improve farm equipment products in general. The creation of the International Harvester Export Company that year placed the sales to Mexico under single and direct supervision that resulted in many *haciendas* becoming equipped with modern farming tools.

The Export Company operated in Mexico until 1911, when political and

economic issues made it necessary to turn the Mexican business back to several nearby United States branches. During this period it was inevitable that practically no International Harvester equipment was shipped into the country.

The International Harvester dealer organization of Mexico which operates so successfully today had its beginning in 1920. In that year C. H. Cowan went to Mexico as the representative of the International Harvester Export Company and with E. E. Foreman began the development of a dealer organization.

SEÑOR “CHICO”

Further development of the modern dealer organization was initiated in 1923 under the direction of Leo J. “Chico” Ryan, successor to Mr. Cowan. In this year Mr. Ryan imported the first carload of tractors. Three years later, in 1926, the first International motor trucks and Farmall tractors were brought into Mexico. The first International Harvester motor truck dealer was established in 1926 in Mexico City, and the following prosperous years resulted in the establishment of other motor truck and farm implement dealers.

From 1930 to 1934, the general world-wide depression retarded business activities of the International Harvester Company. During this difficult period, however, the Mexican dealer organization, with deep roots, not only remained intact but became stronger through International Harvester’s reputation for quality and service.

In order to serve Mexico’s awakening industrial effort and nurse its agricultural growing pains with education, products, and service, the International Harvester Company of Mexico, S. A., was formed in December, 1934, with Mr. Leo J. Ryan as general manager. Under this new Mexican Company, the dealer organization continued to grow.



W. R. SETZLER
General Manager

BRIDGING THE RIO GRANDE

Today, with 22 main distributors and many sub-dealers dotting the map, the International Harvester Company of Mexico, S. A., represents an important factor in the distribution of modern farm machinery for the development of mechanized farming.

The progressive Mexican government under President Miguel Aleman's direction has placed great emphasis on mechanized agriculture and is looking to its northern neighbor for cooperation. In his welcoming address to U. S. President Harry Truman, occasioned by the latter's visit to Mexico City, President Aleman with impressive eloquence added mortar to the cementing of good neighborliness by saying:

"America's voice is heard in the choral strain of the countries of the world with ever more distinct and greater

clearness. And this is so not only because of the power that certain nations, like your own, have achieved because of the gifts with which nature has endowed them and to the legitimate benefits of their labor, but also because of something in the slow development of which even the most helpless and least strong of our peoples has shared efficiently; I mean the novel sense they have of sharing life together, the youthfulness of their ideals; in sum, their humane concept of the international community The hands that Mexico and the United States extend to one another now can meet and clasp loyally, with manlike and real dignity."



With the spirit thus defined the president mentioned the tangibles: "We have economies that can complement one another fruitfully. A mature understanding of your own interests could not oppose the program of our

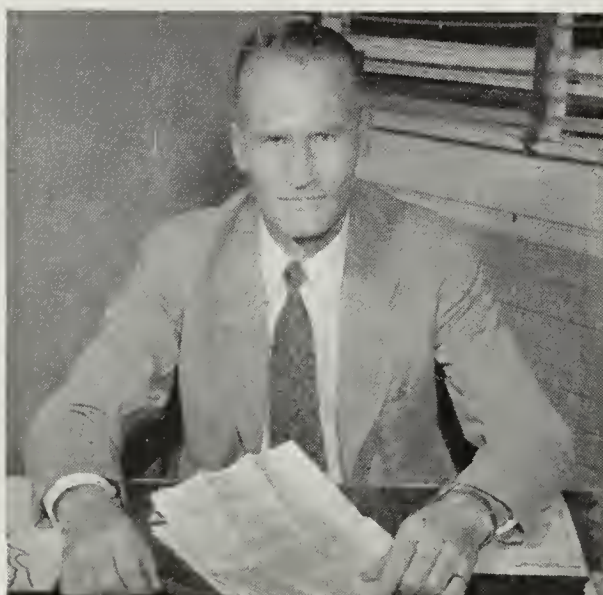
industrialization. Coming with a proper respect for our laws, your capital shall find in our country a welcome proportionate to the spirit animating it, within a collaboration that overcomes all selfishness and all intent to establish a hegemony."

President Truman replied with equal sincerity and concluded his remarks with the reassurance that: "The United States and Mexico are working together for the mutual benefit of their peoples and the peace of the world To you and to the people of Mexico," said Mr. Truman, "I bring a message of friendship and trust from the people of the United States. Though the road be long and wearisome that leads to a good neighborhood as wide as the world, we shall travel it together. Our two countries will not fail each other."

From the presidents on down the line, North Americans and Mexicans are now turning the golden rule, the theory of hemispheric cooperation, and the many eloquent speeches into close, mutually advantageous business cooperation. The International Harvester Company of Mexico, with its important responsibility to Mexican agriculture and transportation, is setting a progressive pace with a new manufacturing plant at Saltillo and the development of the most modern facilities for sales and service through its distributor organization.



W. P. SCHNEIDER
Secretary and Auditor



B. T. HOLMAN
Manager of Supply, Inventory and Traffic



W. J. BULLOCK
Manager of Manufacturing and Plant Superintendent

SALTILLO WORKS

Harvester's answer to Mexico's need





THE erection of the manufacturing plant at Saltillo is the result of an urgent Mexican need and a special invitation from the Mexican government.

The present progressive program is based on the conviction that Mexico is entering into a new era and a big job of modernization must be done. President Aleman insists that the basis of national prosperity lies in a prosperous countryside. To this end Mexico must make better use of its land. Tied closely to this is the necessity for industrialization.

U. S. dollars will play an important

part in the agricultural and industrial modernization of Mexico, and the raising of her standard of living. This industrial development includes many projects. In the agricultural bracket there are such items as the construction of a seven-and-a-half-million-dollar fertilizer plant in Mexico City using natural gas and producing ammonium sulphate, and a series of food processing plants, four to dress and refrigerate meat and two tuna canneries. It is predicted that farm machinery to be used in the modernizing of Mexico's agriculture will be bought in the United States at a cost of about thirty million dollars.

The close association of International Harvester with agricultural development prompted the Mexican government to invite the International Harvester Company of Mexico in 1943 to consider construction of a farm implement factory.

WHY SALTILLO?

After careful study, it was decided to build such a factory in Saltillo. The choice of this town was influenced by its location and other good business reasons such as price of land, transportation, availability of intelligent, competent factory personnel, and climate.



NO MATTER WHAT THEIR BUSINESS might be, callers at the International Harvester Company of Mexico are put in a pleasant frame of mind the moment they enter by pretty Laura Alvarez, who displays her best reception manner to A. L. Arroyo, manager of Credits and Collections.

IT'S THE SAME the whole world over—you have to work to get paid.





CONTINUAL INSPECTION is made on the regular assembly line, but for a thorough periodic inspection parts are picked from the line and implements are assembled in the inspection room.

PAINTING COTTON AND CORN PLANTERS is done by Lazaro Guajardo (right). His helper in foreground is learning the art.



POLISHING PLOWSHARES which may soon break the sod of Mexico's new frontier where irrigation projects in the North will open vast tracts for agriculture.



AS A PART OF THE employe welfare program Maria del S. Garcia, nurse, can handle any emergency until the local doctor arrives.



COMES TIME FOR LUNCH—soap and water helps the appetite.



HAM ON RYE, an apple, and milk are translated here into *tortillas*, bean paste and perhaps a piece of *cabrito* (kids' meat), but it tastes just as good and stops the noon-time stomach growl.

Some thought is being given to the decentralization of industry in Mexico's ambitious program for development. This is another reason for the Saltillo location for this plant. The raw materials for the proposed foundry, to be mentioned later, will be a vital cost factor in production; the proximity of Saltillo to Monterrey, where iron and steel bars and shapes will be available, and to Monclova, where sheet steel is obtainable, is of great importance.

At a significant ceremony in Saltillo on February 4, 1946, a plaque was dedicated initiating construction of the first modern agricultural machinery factory to be built south of the Rio Grande River.

International Harvester's Mexican manufacturing program is a long-range plan which, it is believed, has the potential power to assist in raising the standard of living of many people for generations to come. In speaking of International Harvester's Saltillo Works, Mexico's former Under-Secretary of

Agriculture, Gonzales Gallardo, stated, "The solid reputation of this Company which has provided efficient service to the agriculture of this continent for more than a century guarantees the realization of . . . objectives that will have profound significance for the future of Mexico . . . and the advancement of agriculture, industry, and the national economy."

The position of this Harvester plant as a part of Mexico's industrialization program as well as its agricultural development through the products now coming off the assembly line warranted a full-dress inauguration.

CHICAGO MANAGEMENT INSPECTS THE PLANT

The date of July 6 was set. Planned by the Mexican Company in conjunction with the Harvester distributors in Mexico, and with the aid of the Consumer Relations Department, Chicago, the affair was impressive with all the pomp and color that is so much a part of picturesque Mexico.

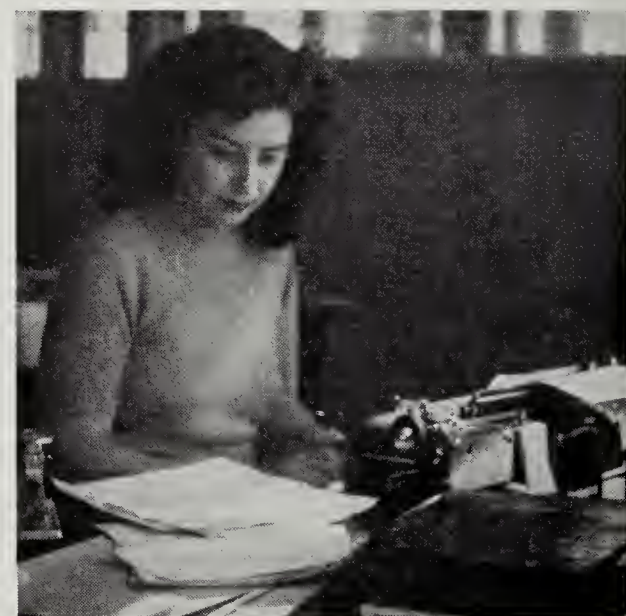
A delegation from the parent Har-

vester Company in Chicago, headed by Executive Vice President G. C. Hoyt, journeyed to Mexico to officiate and inspect the plant.

A preliminary inspection of the Saltillo facilities was made by the Chicago management on July 5.

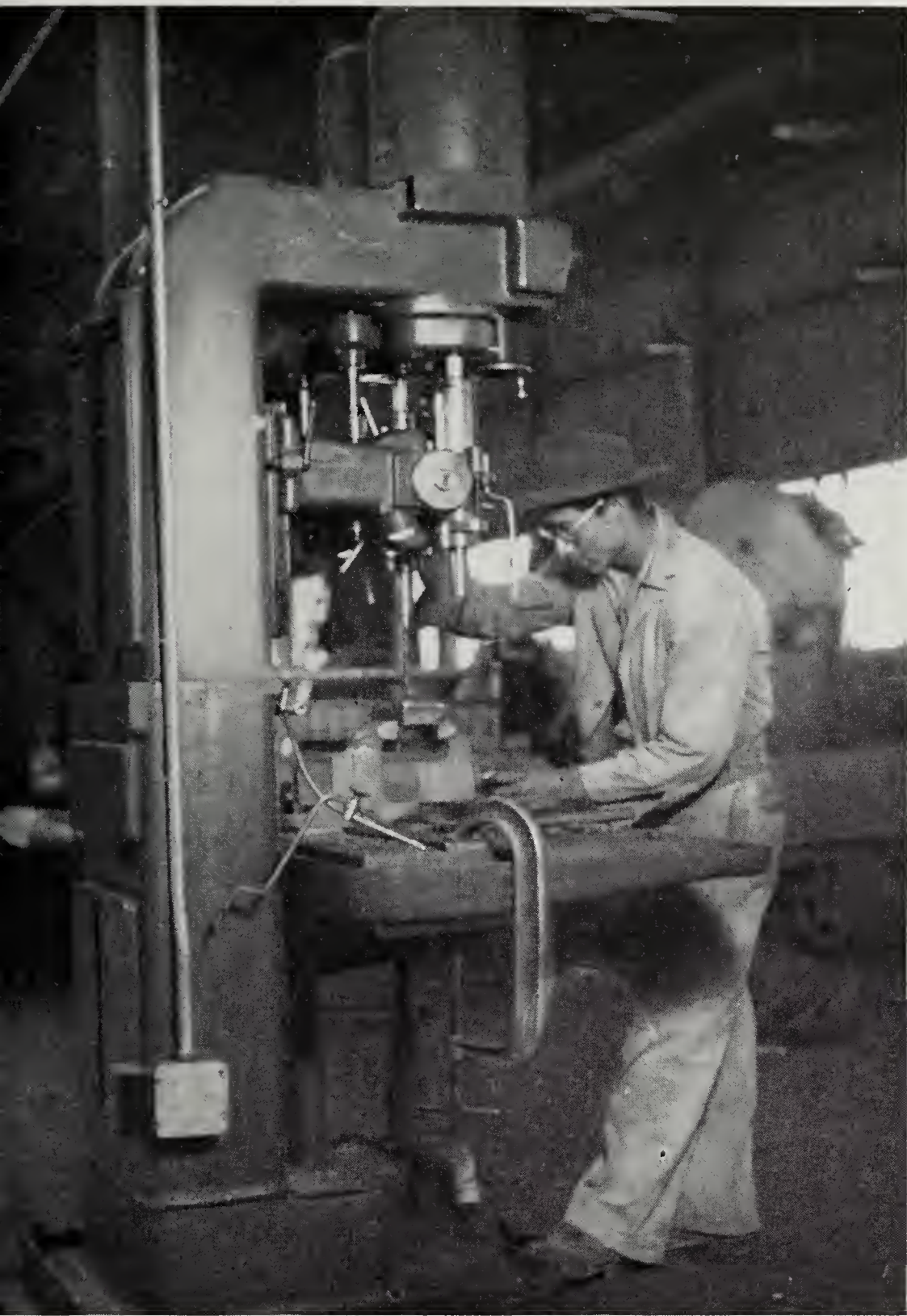
The visit through the offices brought out the efficient arrangement of 5,500 square feet with staff offices around the outside walls and the convenient arrangement of the clerical employees grouped in the center. These desks in

DICTAPHONES ARE NOT popular at Saltillo. Here is Maria C. Martinez W., one reason why.



THE PRESENT HEADQUARTERS of International Harvester Co. of Mexico, S. A., takes a lot of paper work to keep it running. Staffed entirely by Mexicans this clerical force keeps the details in order.





"ANSELMO RANGEL, assembly foreman, is one of the best men in the plant." That's what they say about this 25-year-old Mexican who just a year ago was a laboring peon on the construction gang carrying bricks. He liked the idea of working in a factory—signed up—now he can expertly handle any and all of the tools in operation in the plant. The Saltillo management is glad to have this kind of man in the shop. As J. L. Camp said in his inauguration address, "There is no limit on anyone here except the limits of his own ability or desire to progress."

AS IT IS IN HARVESTER plants all over the world, inspection—inspection—inspection. Here Gilberto Rodriguez (right) is inspecting a production part from the line against the blueprint. A rack of sample parts is in the rear.



FINISHED PRODUCTS are rushed to the distributors by truck and rail.



PARTS RECEIVED from Harvester plants in the U. S., and parts tooled at Saltillo are placed along the assembly line. Here the workers, who are not only Harvester men but Mexicans working for more and better tools for their nation's agriculture, have good reason to heed the above sign, "Quality Is the Foundation of Our Business."

AT THE REQUEST of the employees at the Saltillo Works, the plant and equipment was appropriately blessed by Bishop Guizar Barragan.

(Photo by Roberto Ortiz M.)



PLANT SUPERINTENDENT Bullock (at left, back to camera) explained to the Chicago officials the various adaptations of U. S. parts to fit the special requirements of Mexican agriculture and motor truck transportation. From left to right: G. C. Hoyt; H. B. Zimmerman (partially hidden); R. P. Messenger; and Mercer Lee.

(Photo by Roberto Ortiz M.)

the open all face south and the modern experiment in office efficiency consisting of a variety of pastel colors painted on the south wall to counteract monotony has proven successful.

As the tour progressed from the offices to the plant, W. J. Bullock, manager of manufacturing and superintendent of the plant, took the lead and explained in detail the many tooling operations of this plant. The Saltillo Works began operation March 5, 1947, and at the time of its official inauguration had built 351 walking plows, 303 disk harrows, and 1,317 cultivators, a total of 329,666 pounds of specially designed farm equipment for the needs of Mexican agriculture.

The Chicago men were enthusiastic in their comments on the manner in which the plant had been put into operation.

Said H. B. Zimmerman, manager of manufacturing, Foreign Operations, Chicago, "The Saltillo organization is to be highly congratulated on its efforts



which, during the past few months, have transformed this building from a storehouse of tools and material into a smoothly operating plant. The tour was a huge success—all machines were in operation, and all men are obviously well trained for their jobs. Also noticeable was the emphasis the Saltillo management has placed on safety and employe welfare and morale. The newest and smallest manufacturing unit in Harvester's affiliate organizations, which include factories in Aus-



The streets of Saltillo were cleared by motorcycled police to bring the official car bearing the Honorable Antonio Ruiz Galindo, Minister of National Economy, to the plant for the ceremonies.

tralia, Sweden, and France, this Saltillo Works is a bright addition to the ranks."

INAUGURATION DAY

As usual it was "a beautiful day for sunshine." Although the president of Mexico, Miguel Aleman, had hoped to dedicate the new plant personally, other matters held him at the capital. In his stead the Honorable Antonio Ruiz Galindo, Minister of National Economy, came to Saltillo and made the official pronouncement.

To properly inaugurate this plant as a Mexican operation, the first gesture on the official program was the very official flag raising. This began with the playing of Mexico's national anthem, then the firing of rockets, and the great blowing of bugles and rolling of drums. The Mexican Minister of

National Economy, highest ranking official present, personally raised the Mexican flag, which was followed by Harvester's "IH" emblem. Together, waving in unison in the breeze they represented Harvester in Mexico. The Mexicans were glad to have us, and we were proud to be there.

W. R. Setzler, manager of the Mexican Company, as master of ceremonies, introduced Señor Galindo.

"THEY NEED NO LONGER BE THE EARTH'S SLAVES"

"We are witnessing something more than the birth of a new source of employment," said the Minister of National Economy. "The inauguration of this assembly plant at a time when Mexico is engaged in an unprecedented struggle for the strengthening of its economic independence is a clear indication that our efforts to achieve

the prosperity of our Fatherland will not be in vain. It shows that the Nation advances firmly towards the attainment of abundance and well-being, the cherished desire of every Mexican

"The economic development of Mexico depends principally on the progress of its agriculture, since the great majority of the economically active population devotes itself to agricultural work. It is indispensable, therefore, to provide favorable working conditions for our peasants, so that they may progress economically and socially; to furnish them with the means of forging for themselves a worthier way of living; to enable them to produce what Mexico needs, especially in the way of food; to increase, in a word, the agricultural wealth of our Nation.

"The mechanization of agriculture



BUGLES, DRUMS, ROCKETS, a band, and the raising of the Mexican flag followed by the IH emblem preceded the inauguration speeches.



BECAUSE THE Minister of National Economy (seated beside driver) was recovering from a broken foot in a recent car accident, the tour of Saltillo Works was made by jeep. J. L. Camp (left) acted as official guide.

"THEY NEED No Longer Be the Earth's Slaves."



will make our farmers' work more fruitful. They need no longer be the earth's slaves. Instead, they will be able to obtain a greater yield with lessened effort.

"The President of the Republic has pointed out the urgent need of making modern agricultural technology available to our farmers, and has stated that the mechanization of agriculture is the only means of increasing production and of raising the living standards of our agricultural population. Today this announcement begins to become a reality with the inauguration of this plant, which at the same time is a step forward in the industrialization of Mexico

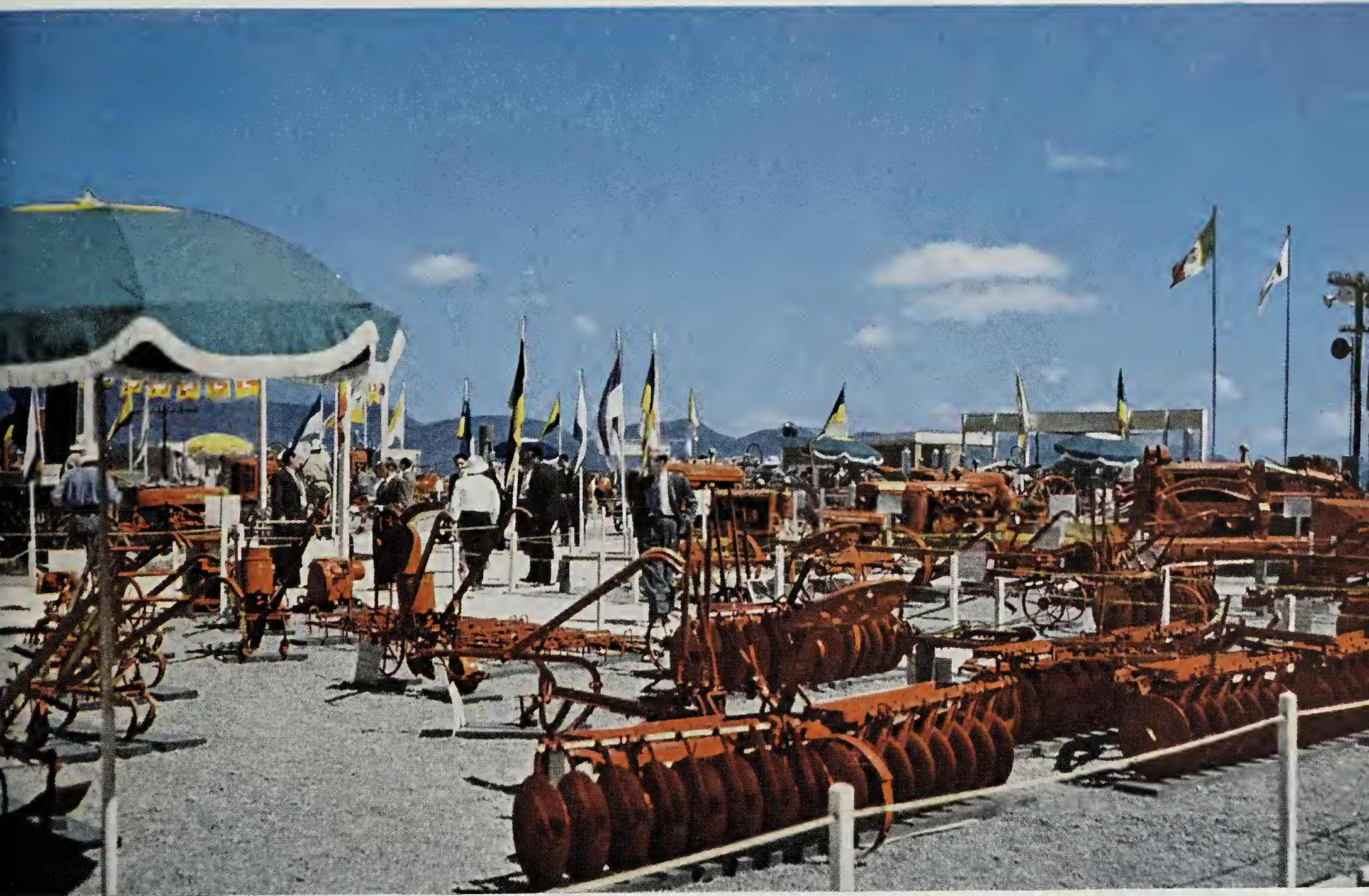
"I warmly congratulate the directors of this enterprise."

Mr. Setzler then introduced J. L. Camp, director-general of Latin-American operations. Mr. Camp, in turn, introduced the Chicago executives to the thousands of invited guests and to the huge crowd which had gathered outside the gates. Mr. Camp, speaking in Spanish, then made the following brief talk on Harvester's place in Mexico.

"DEDICATED TO THE MEXICAN FARMER AND HIS NEEDS"

"At a time when so much confusion and uncertainty exist in this world, it takes faith and courage to invest one's money in a new enterprise," he began. "The normal thing to do under such circumstances would be to put your money in your pocket and wait until things adjust themselves before making investments. We have not done that in Mexico because of our deep confidence that this great nation will continue going forward

"Your great agricultural projects, and developments which are now being constructed, will result in the opening up to farmers of hundreds of thousands of hectares of new land. These farmers will require the machinery which is to be constructed in this factory.



TWO LARGE DISPLAY areas were well filled with the current products of Saltillo Works. It was here that the crowd showed greatest enthusiasm.



PRACTICALLY ALL the products built by International Harvester having significance in Mexico's agriculture were on display inauguration day. Most of these were quite familiar to the thousands of visitors crowding through the exhibit.

The TD-18 crawler tractor with Bucyrus-Erie attachment was suddenly the great favorite on the display ground. People from all around gathered to admire it. A not improbable explanation was the presence of Maria Rodriguez Alvarez, the daughter of Segundo Rodriguez Narro, owner of a Saltillo flour mill.



“We have great faith in Mexican labor, and already we can see that with proper training and proper facilities the workers in Saltillo can produce products of as high quality as can be obtained anywhere in the world.

“We have confidence in the Government of Mexico and in the Government of Coahuila. The Federal Government invited us to build this factory, and I can assure you that at no time have we experienced anything but the most courteous and helpful assistance.

“I believe it would be worthwhile for me to restate the policy of this Company, which I explained at the time of the unveiling of the com-

memorating plaque in February of 1946. With the technical experience of International Harvester, which has been gathered during 115 years of manufacturing farm machinery, we will produce in this plant certain implements especially designed to meet the requirements of Mexican agriculture. There will be Harvester engineers constantly calling on farmers and working with the Department of Agriculture. It will be their job to design tools which are required for a particular type of work in all sections of this country. After these tools have been perfected by the engineers, and if there is sufficient demand, they will be

produced here in Saltillo. This plant, therefore, is dedicated to the Mexican farmer and to his needs.

“We have brought from the United States numerous instructors for the purpose of teaching our production methods to the workers of Saltillo. Just as rapidly as Mexicans learn the different specialized duties, these instructors are returned to the United States. I can assure you that the Mexicans working for this Company will have every opportunity to improve themselves and attain better positions. There is no limit on anyone here except the limits of his own ability or desire to progress.

“This is the first stage of this factory. You can see that the amount of land which we have purchased will permit a great deal of expansion. If the demand for its products is as large as we hope, we shall eventually construct additional facilities. I, myself, can see from this relatively small beginning the possibility of a much larger manufacturing enterprise in the future.”

Although it was Sunday, all 150 plant employes were at their stations and at work. The Minister, who was still recovering from an automobile accident and who walked hesitantly with the support of crutches and cane, was shown the plant from the front seat of a jeep.

Following the tour of the plant the guides directed everyone to the exhibit grounds. Here samples of Harvester's products were on glorified display. Farm machines such as the No. 123 Self-Propelled Combine looked strange to many of the visitors. When they learned that it cut wheat and threshed it and sent the straw whirling out the back end and the grain pouring into bags at the side all in one operation, they were very much in awe and looked back at the factory with new light in their eyes.

Also on display were industrial



IN THE CENTER of the exhibit grounds five Farmall Cub tractors equipped with their attachable tools circled, carousel-style, for everyone's inspection. The south side of the factory can be seen in the background.



Part of the colorful display showed the distributor organization by name, by line of equipment, and by territory. Visitors learned that Harvester products, whether motor trucks, industrial power, or farm tractors and implements, can be bought from distributor organizations covering all of Mexico.



Famous as a country of color, the Mexican barbecue at Saltillo lived up to the national reputation. The Minister of National Economy, flanked by lovely examples of local beauty, was justified in looking proud.



The Mexican bean section of the outdoor kitchen at the inauguration barbecue.



BLOCK-LONG TABLES bright with flower garlands, and cool beneath the shaded drive, were filled with servings from the three steers, twenty-five lambs and forty kids. The menu also included *gucomole* salad, *salsa borracha*, refried beans, and of course, *tortillas*. (Photo by C. E. Jarchow.)

power machines such as power units and crawler tractors. The new "KB" International trucks were a familiar sight to all. Two large areas were well filled with the current products of Saltillo Works. It was here that the crowd showed greatest enthusiasm. Here they knew what the implements were, what they were built for, and for whom they were built.

BAR-B-Q MEXICANO

Following the inauguration ceremonies about 1,500 of the special guests, including government officials, local state officials, distributors, and members of the Chicago and local Harvester organizations, drove to the large *hacienda*, just outside Saltillo, of the Honorable Nazario Ortiz Garza, secretary of Agriculture and Livestock, where a spectacular barbecue was served in Mexican style.

About eighty waiters kept lively serving the guests with huge portions carved from three steers, twenty-five lambs, and forty kids. Included on the menu were such dishes as *gucomole* salad, *salsa borracha*, refried beans, *tortillas*, of course, and coffee.

Beautiful girls in native dress, enthusiastic music from the President's *Mariachi* band imported from Mexico City, the babble of 1,500 people eating barbecue, were exhilarating to the Mexicans and fascinating to the American guests who, in the passing of an hour, had turned from business executives to happy tourists in a fabulous show rarely staged.

HARVESTER IN MEXICO

A network of sturdy strands





TEMPORARY HEADQUARTERS of Central de Maquinaria Agricola, S. A., in Monterrey, Nuevo Leon. The youngest member in Mexico's Harvester family, this organization is playing a major role in the modernizing of agriculture in this area.



VICE PRESIDENT MERCER LEE (left) was able to give to Manager Ing. Plutarco Elias Calles, Jr., some pertinent answers to his questions on the Harvester supply system and, more important, how it might affect him and the many prospects in Monterrey. Mr. Calles has more than a supplier's interest. He is a farmer too. He's a farmer who never worries about orange juice for breakfast—he owns 60,000 orange trees.



JUAN SAENZ (right), partner of Central de Maquinaria Agricola, was pleased to have as one of his honored guests "Mr. Inside"—the Harvester man who fashions policy for Latin America, J. L. Camp.



BECAUSE all Mexican Harvester operations are so closely interwoven into the distributor network, the Chicago representatives of the parent Company took advantage of this visit to our next-door neighbor to the south for an inspection of several Mexican distributors. The first distributors visited were in Monterrey, Nuevo Leon.

IN OLD MONTERREY

There is a song about "Old Monterrey" that leaves the impression of troubadors, flower-covered balconies, colorful serapes, and gay señoritas dancing in shade-cooled patios. There is perhaps all that, but as the International bus carried the Chicago men from the airfield to the city, the landscape changed. Small stucco huts without windows, cactus hedges, and picturesque peasants shaded by cart-wheel sombreros seated on the rumps of their phlegmatic burrows were all left in the dust—as though left to the past. The city of Monterrey was hurrying into cement, chrome, and neon. Monterrey's nicknames of "Mexico's Pittsburgh" or "Chicagito" were conceivable.

Mexico, of course, is Mexico! All the old Indian quaintness, the Spanish splash of color, the poverty, the splendor, it's all there, but now there is more. Mexico has borrowed from the North a practicality, an efficiency, and in its own native design, adapted to its own way of doing business, has stepped out of the "fabulous old days" and has become Modern Mexico.



Persons with an interest in the important agricultural development taking place in the Monterrey area paid their respects to this firm during their open house.

After visiting the farm equipment showroom the Chicago group and Harvester's Mexican management were invited to Chipinque, a rustic eating spot perched atop a 5,000-foot hill. Following the scheduled ten minutes of magnificent view overlooking Monterrey, the official procedure began by protocol seating at the head table. From left to right: G. C. Hoyt; Arturo B. de la Garza, governor of Nuevo Leon; J. L. Camp; and Aaron Saenz, brother of Juan Saenz, and one of Mexico's sugar magnates.



It wouldn't have been a real affair without plenty of Bar-B-Q.

———and a *mariachi* band!





GALLANT VICE-PRESIDENT C. E. Jarchow tests his "good neighbor" Spanish with Señoras Ninfa Reyes Retana de Clariond and Consuelo Clariond de Canales.



The City of Monterrey, crowding many of its 186,000 souls into its 500 factories, its important breweries, steel plants, industrial plants of glass, rayon, furniture manufacture, its transportation depots, and its continual construction activities, does not resemble an agricultural center. Booming into prosperity, however, in the midst of all this is an important farm equipment distributor.

CENTRAL DE MAQUINARIA AGRICOLA, S. A.

Sprawling lazily in nearby valleys are large orange groves, such as the nationally-famed area of Montemorelos—important barley fields for the breweries—wheat and corn fields for the ubiquitous *tortilla*. Two large sugar refineries are located in the territory, and large acreages of sugar cane are nearby.

The modernizing of the farming operations in the Monterrey area is a task that this distributorship is looking forward to with keen anticipation.

The contract for farm machines and tractors for this firm with the International Harvester Company of Mexico was signed in May, 1947. The owners have set up temporarily in town pending the construction of their Prototype



TRUCK SALESMANSHIP may soon replace truck allocations in Monterrey. These three young men cornered Harvester's top truck salesman in the export field, C. E. Stevens (second from left), who gave a very brief sales rally to the eager boys. "Salesmanship can be summed up in three words," said he—"Know Your Product." From left to right: Arturo Gutierrez, Mr. Stevens, José Luis Barragan, and Rudolfo Montemayor.



G. C. HOYT (right) chats with the charming Señora Roberto N. Garza, hostess to the elite of Monterrey's business interests. Mr. Garza (center), owner of Automoviles y Camiones and one of the area's outstanding businessmen, makes his guest of honor, Arturo B. de la Garza, governor of Nuevo Leon, most welcome.

Base of Operations on the outskirts.

Manager Plutarco Elias Calles, Jr., well-known agricultural engineer and farmer, and son of Mexico's former president, and his partner Juan Saenz, a member of one of the most influential families in Mexico, were hosts at an open house reception marking their formal business opening.

OF MONTERREY AND MOTOR TRUCKS

Trucks and buses far outnumber all other forms of urban transportation in Mexico. The fact that International has built trucks since 1905 and its automotive engineering has been devoted to trucks alone—not influenced by pleasure car sister-lines—has made its impression on the freighters of Monterrey. The paid freight activity ranks first in Monterrey motor truck business, and bus sales come second. The great number of buses, old and new, leaves one appalled—if watching from the sidewalk, and terrified—if caught in the middle of an intersection.

As in the United States, the name plate "International" on the hood is a familiar label to all truckers and bus drivers. Here in the industrial center of Mexico this motor truck distributor

has had much to do with the sale of new "K" and "KB" trucks and is responsible for the good condition of the older models which have held their hoods high during the war years.

AUTOMOVILES Y CAMIONES, S. A.

Roberto N. Garza, president of Automoviles y Camiones, S. A., one of the most distinguished businessmen in the area, was host to the elite of industrial and commercial Monterrey, and to representatives of the Mexican and parent Harvester Companies, when he officially opened his truck building.

Automoviles y Camiones, S. A., employing over 100 employes, has a huge one-story service station at the edge of town on the road to the United

States. The headquarters, however, is a large three-story motor truck sales building on which construction was begun in August, 1944.

This building, which would be a show place on any "automobile row," has a full basement for quick on-the-spot service and warehousing. The greatest portion of the 25,500 square feet, spread out on the main floor, is used for show space. The balance is parts counter and bins and retail sales and credit offices. The second floor covers only one-third of the total ground floor space, leaving the display area with high impressive ceiling. The second floor holds the offices for the clerical staff and management. The president's office is done in fine wood paneling and furnished in exquisite masculine taste befitting a directing headquarters for one of the leading commercial enterprises of Monterrey.

EQUIPOS MECANICOS, S. A.

At the exhilarating height of 7,400 feet on the central plateau sits the capital, Mexico City. Gay and charming Mexico City, one of the most beautiful and most sophisticated cities in the world, is the headquarters of three of the Mexican Company's out-



AUTOMOVILES Y CAMIONES, S. A., is a big name in transportation circles. The opening of their gigantic sales and service facilities made banner headlines in the press and automotive history in Monterrey. R. P. Messenger, Harvester's vice-president in charge of Foreign Operations, adds his name to the official scroll.



EQUIPOS MECANICOS has the reputation of "doing it up right." Their social contribution to the Harvester guests was a buffet supper at the most sumptuous Bankers' Club. Here on the sky-veranda waistlines were never mentioned.



CORDIAL RELATIONS between Harvester and the Banco de Comercio were made, and to prove it President Salvador Ugarte links arms with two Harvester vice-presidents: R. P. Messenger (left) and C. E. Jarchow (right).



IN ONE CORNER of the Equipos Mecanicos' showroom J. L. "Pepe" Sepúlveda, manager, had the opportunity of chatting with Leo J. "Chico" Ryan, the man responsible for the original conversations that initiated the formation of this large industrial equipment company.

(Photo by Equipos Mecanicos.)

GUEST OF HONOR at the Bankers' Club was the Honorable Nazario Ortiz Garza (center), secretary of agriculture and livestock. Too interested in the secretary's comment even to serve himself is Lic. Miguel Cardenas (left), president of Equipos Mecanicos. A good listener is Fred Stoffel, service manager for Equipos.

PARTIAL VIEW of Equipos Mecanicos showroom, just off the Paseo de la Reforma, Mexico City.

(Photo by Equipos Mecanicos.)



JOSÉ LORENZO SEPÚLVEDA, director general of Equipos Mecanicos, in his office.

(Photo by Equipos Mecanicos.)

SHOWROOM BELOW and offices above, Implementos is a compact unit.



THE LARGE AND PROSPEROUS region on the fertile plateau around the federal capital is served by Mexico City's farm equipment distributor, Implementos Agrícolas, S. A.

THE MANAGEMENT OF Implementos Agrícolas was interested in hearing from W. R. Setzler, manager of Harvester's Mexican Company, the firsthand story of the Saltillo inauguration. From left to right, seated: C. E. Stevens, manager motor truck sales, Foreign Operations; W. R. Setzler, manager of I. H. Company of Mexico; G. C. Hoyt, executive vice - president; George Meckelein. Standing: A. Malottke and Carlos Riefkohl.



standing distributors. The sale of the various products which constitute the Industrial Power line of International Harvester is handled by Equipos Mecánicos, S. A., a firm established in 1940 in Mexico City; this is under the direction of the noted businessman José Lorenzo Sepúlveda. A large staff of engineers and technicians, who are experts in industrial power, is on call to assist customers in the solution of technical problems. Nation-wide distribution is attained through the following affiliated companies: Equipos Mecánicos de Monterrey, S. A.; Equipos Mecánicos del Noroeste, S. A., at Hermosillo; Equipos Mecánicos de Tampico, S. A., at Tampico; and Equipos Mecánicos de Guadalajara, S. A., at Guadalajara.

The four units which constitute the headquarters of that firm in Mexico City were visited by the Chicago men. Main offices and showrooms are just off the Paseo de la Reforma. The serv-

ice and special construction building, tooling and engineering department, and warehouse were in other locations not too distant from the main offices.

The management of this important Mexican organization is rightly proud of its development as a "war baby." It was somewhat stranded by its suppliers, due to the necessary change to war production and government contracts, and, consequently, had to nurse itself through a very difficult initial stage. Now, having weathered its stormy adolescence, it has become full grown, in spite of its few years, and is ready for the huge job of supplying Mexican contractors with the tools of industrial power manufactured by the Harvester Company and the "allied" industrial power manufacturers which are represented outside of the United States and Canada by the International Harvester Export Company.

IMPLEMENTOS AGRICOLAS, S. A.

The large and prosperous region on the fertile plateau around the capital is served by Mexico City's farm equipment distributor, Implementos Agrícolas, S. A. Its staff consists of forty-eight experienced employees. The general offices occupy a floor space of 2,200 square feet, and an equal amount is devoted to its showroom. An adjoining warehouse occupies 18,440 square feet. It has a modern and well-equipped service shop. The thoughtful attention provided to all of its customers justifies the company's slogan: "The Farmers' Home." Implementos Agrícolas, S. A., is managed by Carlos Riefkohl, who has had long experience in agricultural machinery sales and service. This company has sub-dealers in Puebla and Cordoba.

CAMIONERA NACIONAL, S. A.

The third Mexico City distributor

AN OUTSTANDING EXAMPLE of truck merchandising and service facilities worthy of imitation anywhere.

CAMIONERA NACIONAL, S. A., does all International truck business in Mexico's Federal District. They built their 66,600 square feet of floor space to handle a huge volume.



CLERICAL OFFICES of Camionera Nacional, S. A.



THE CONVENIENT and orderly parts department at Camionera Nacional, S. A.

YOUNG BOB HOFFMAN, JR., born with a monkey wrench in his hand, knows the truck business inside and out, explains the parts setup of Camionera to Messrs. Camp and Lee.



visited was the huge Camionera Nacional—an outstanding example of truck merchandising and service facilities worthy of imitation anywhere.

This building, providing 66,600 square feet of well-laid-out floor space, officially opened for business in 1945, is as beautiful a construction to the business-minded as one will ever find and as modern as tomorrow. The firm is numbered among International's oldest distributors, its contracts having been operative for over fifteen years.

Messrs. Charles B. Crowley and Robert R. Hoffman, managers, with their combined long experience with motor trucks, have led this company to the outstanding position it now enjoys.

Quiet but cordial Bob Hoffman, Jr., assistant to the managers, has mixed his know-how and personality to help build this business. Sub-agents of Camionera Nacional are active in Pachuca, Toluca, and Acapulco.

The visit was a revelation to the Chicago guests, who knew of this firm's outstanding record but had never visualized so modern and up to date a motor truck layout beyond the boundaries of the United States.



HUNDREDS OF THOUSANDS of acres of sleeping wastes are now coming to life through the gigantic irrigation projects along the Pacific coast of Mexico. Manuel Rivas, left, and Jorge Almada, right, owners of great tracts of this virgin land now being put to man's use, show their projects to J. L. Camp, director-general of I. H. Latin-American operations. International Harvester products are playing and will play an increasingly important part in this west coast development.

**YESTERDAY'S
NEVER-NEVER LAND
TOMORROW'S
SUGAR BOWL**



After the brush has been cut and burned, TD-14 crawler tractors drag the stumps up to the surface, then—



water from the newly made canals directed through the locks reach all cultivated areas, so that—



the cane crop will grow.

A look-in on Mexico's agriculture could not be complete without a visit to the Pacific coast area where the great irrigation projects are bringing to life the sleeping wastes of drought-weary land.

President Aleman's working solution is to add thousands of square miles of newly arable land through irrigation.

Much of the groundwork for Mexico's National Soil and Water Conservation Program already has been done. During

the past five years an erosion control study of all lands has been made, and ten soil conservation districts have been established.

Results of this great program are already clearly visible. Along the western slope of the Sierra Madre range from Hermosillo, all the way south through Ciudad Obregon, Culiacan and Mazatlan, large dams are under construction. In the great Yaqui Valley, as a result of this program,

hundreds of acres of rich soil will be under cultivation when men and machinery are available.

This plan combining irrigation on nearly half of Mexico's arable land with soil and water conservation on all lands constitutes an entirely new agricultural technique for the farmers of Mexico. The Soil and Water Conservation Act provides for an educational program to extend to every school in the country, to farm homes,



Maquinaria del Pacifico, S. A., Culiacan, Sinaloa.

and to city and village residents, children and adults alike, so they may understand the reasons for and the methods needed to save their land and modernize their agriculture.

With the knowledge of this important life-giving water program in the northwest area, the Harvester group inspected the Culiacan, Sinaloa, area. A tour was made of the already completed irrigation canals, the huge Sinaloana Dam, and the clearing of vast areas of brush for the cultivation of sugar cane. Operations that compare in size only with the fabulous acreages of ranching in Texas and Argentina were more spectacular because this was intensive cultivation. Manager Jorge Almada of the huge sugar interest in Culiacan raised his arm in a sweeping motion saying: "And after we clear this," the end of

which could not be seen over the distant horizon, "we are going to prepare the 50,000 acres on the other side of town."

Thousands of workers with knives hack the shrubs, destroy them by fire. Special stump lifters behind crawler tractors loosen the roots. Rails dragged over the ground behind TD-14 crawler tractors roll the stumps and roots to the surface. Workers then collect these and burn them. The ground needs little additional preparation for the planting of cane. This planting and cultivation is and will be done more and more as Farmall MVD tractors become available. At one end of the immense plantation stands the structure of the mill and refinery which will soon be in operation.

Spending one entire afternoon traveling through one part of the plantation without taking the same road twice,

one wondered if there could possibly be any other operations anywhere near Culiacan. "Six thousand railroad cars full of tomatoes left Culiacan for the United States last year," said cheerful Miguel Reyes, manager of Maquinaria Del Pacifico, S. A., who inaugurated his Prototype Base of Operations that evening.

MEXICO'S NUMBER-TWO PROTOTYPE

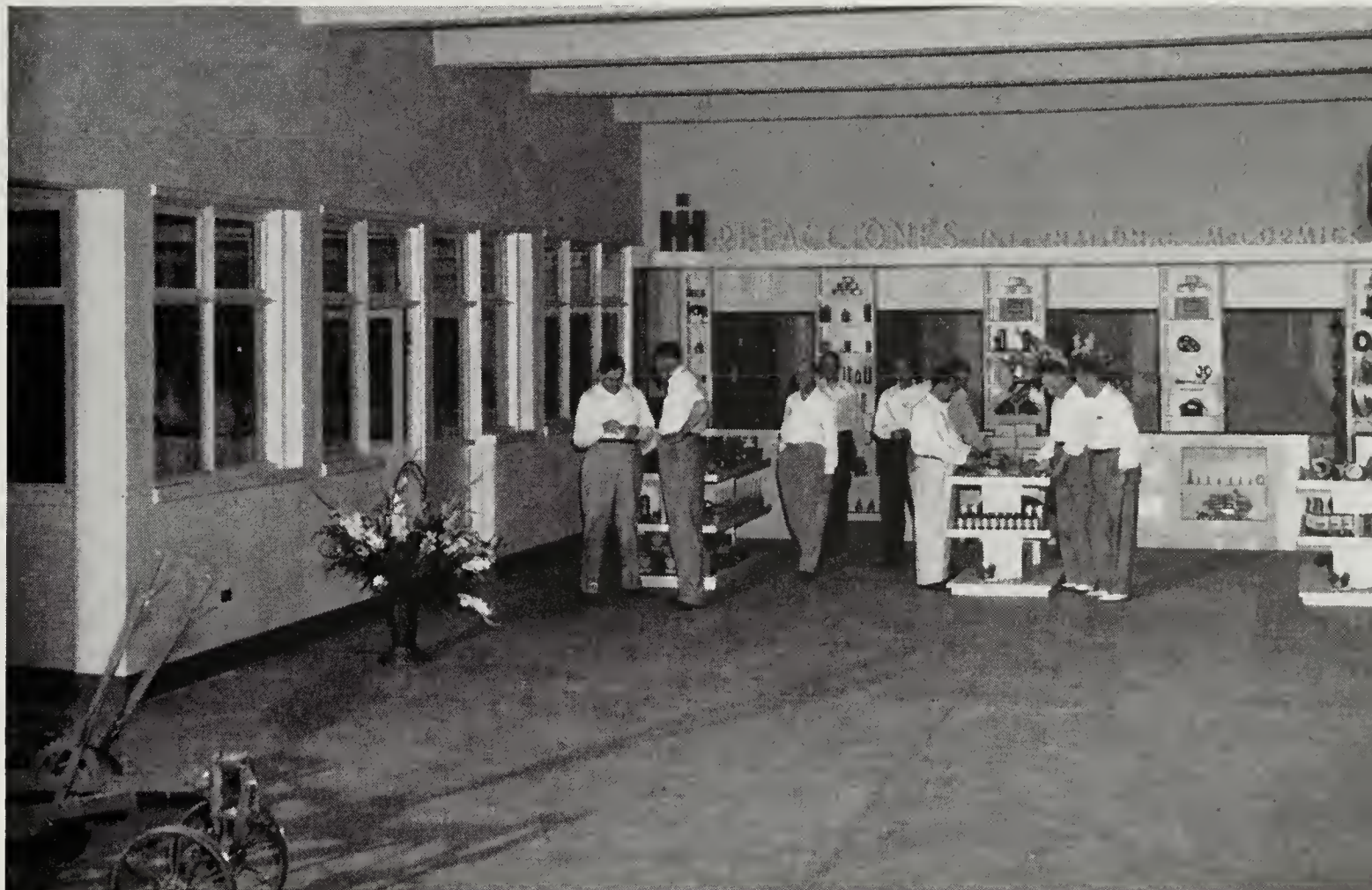
To this colorful store came the men in this, Mexico's new frontier, who were looking to Mr. Reyes for the equipment to help build their *tierra* into what may well be one of the country's greatest food-producing areas. This organization, riding the new irrigation tide, plans the construction of other Bases of Operation on the west coast of Mexico at Los Mocthis, Mazatlan and Tepic.



TO THE INAUGURATION of Maquinaria Del Pacifico, S. A., Culiacan, came the men in this, Mexico's new frontier, who were looking to Miguel Reyes for the equipment to help build their land into what may well be one of the country's greatest food-producing areas.

CONFORMING WITH THE PROTOTYPE standard pattern, this distributor's Base of Operations is one of the most outstanding establishments in or anywhere near Culiacan, and represents the modern business outlook of this firm for the future of their territory.

MIGUEL REYES (center), manager of the new Culiacan Prototype Base of Operations, has had over two decades of Harvester experience. As host to all Sinaloa agriculturalists "Mike" was busy, but not too busy to chat with W. G. "Bill" Setzler, manager (left), and G. R. "Jack" Whisenant of the Mexican Company, as they gather near a sample of the Saltillo works product.



Harvester and the future . . .



The International Harvester Company of Mexico recognizes as its duty the advanced agricultural education of Mexican farmers.

(Photograph by F. Henle)

HARVESTER HAS WRITTEN some colorful pages in Mexico's agricultural history. In 1890 when the first reapers made their way through the grain fields, the predecessors of International Harvester were interested in sales alone. But through these first machines Mexico realized the necessity for mechanization.

More recently Harvester has come to appreciate more fully that it has an important role to play in the development of Mexican agriculture, transportation, and industrial power. Sales and service alone do not constitute the total of Harvester's abilities in Mexico.

The formation of the International Harvester Company of Mexico was the first step in the direction of closer cooperation with Mexico's agricultural effort. The selection of the type of distributors now representing that Company is another advantage to the Mexican people and government.

The erection of Saltillo Works, which will give Mexico the tools designed for its agriculture at a reasonable price, the employment of Mexican labor, and the use of Mexican raw material is another cooperative step.

The plant as it is today includes the buildings and equipment for a machine shop, forge shop, power station, and assembly floor for farm equipment, tractors, and motor trucks.

The plant began operating on the planned schedule of producing partially pre-fabricated, simply-constructed implements such as walking plows, harrows, and cultivators. Castings, steel cut to length, and complicated parts completely fabricated are imported from the United States. Finishing is being performed in Mexico with assembly, painting, and packing operations.

The program for the next year will include the complete manufacture of simple implements, including fabrication of all parts except those of unusually complicated character, which will be imported. To complete this program of manufacturing it will be necessary to erect a foundry and install equipment to produce gray iron, chilled iron, and malleable iron castings.

Even engineering and manufacturing, as well as sales and service, do not constitute the total of Harvester's abilities in Mexico.

The International Harvester Company of Mexico now recognizes as its duty the education of Mexican farmers in the following: the better use of their land, through water control and fertilization and the application of crop rotation; the proper use and care of their farm machines; and the many facilities that the parent organization has developed through the years to promote better farming practices.

The International Harvester Company of Mexico feels that it is very much a part of the present movement to raise the standard of living of rural Mexico and thus help to make that country a strong and modern nation.

OUTSIDE OF THE large industrial centers of Mexico the past is ever present. The Mexican government and progressive companies, however, are bringing the future much closer.
(Photograph by F. Henle)



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● PHOENIX

MEXICALI

● TUCSON

● EL PASO

HERMOSILLO ●

CHIHUAHUA

PIEDRAS NEGRAS

CULIACAN

TORREON

SALTILLO

SAN U

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TERREY

EL MANTE

TAMPICO

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MEXICO

VERA CRUZ

PUEBLA

MERIDA



Implementos Agrícolas, S. A., México, D. F.

La Importadora, S. A., Torreón, Coah.

Almacenes Del Norte, S. A., Piedras Negras, Coah.

Jalisco Motors, S. A., Guadalajara, Jal.

Maquinaria del Bajío, S. A., Irapuato, Gto.

Central de Maquinaria Agrícola, S. A.
Monterrey, N. L.

Automóviles y Camiones, S. A., Monterrey, N. L.

The Anglo Mexican Motor Company, S. A.
Puebla, Pue.

Camionera Nacional, S. A., México, D. F.

Union Motors Company de la Garza y San Pedro
Tampico, Tamps.

Camiones de Chihuahua, S. A., Chihuahua, Chih.

Maquinaria é Implementos del Pacífico, S. A.
Hermosillo, Son.

Maquinaria y Camiones, S. A., Mexicali, B. C.

Automotriz del Centro, S. A.
San Luis Potosí, S. L. P.

Agencias Mercantiles, S. A., Mérida, Yucatán

Maquinaria del Pacífico, S. A., Culiacán, Sin.

Casa Myers, S. A., Chihuahua, Chih.

Implementos, S. A., Matamoros, Tamps.

Maquinaria de Jalisco, S. A., Guadalajara, Jal.

Implementos Agrícolas del Golfo, S. A.
El Mante, Tamps.

Camionera de Torreón, S. A., Torreón, Coah.

Equpos Mecánicos, S. A., México, D. F.



Gulf
of
Mexico



FOREIGN OPERATIONS